



OLD ROYAL
NAVAL COLLEGE

OLD ROYAL NAVAL COLLEGE

Annual Review
2020 – 2021



Government's Here For
Culture Campaign, 2020



Luke Jerram's Gaia in
The Painted Hall, 2020



INTRODUCTION FROM THE CHAIR, TONY HALES

In an unprecedented year, The Greenwich Foundation for the Old Royal Naval College won an exceptional award to add to the many recent awards for the Painted Hall conservation project.

The VisitEngland accolade in the Best Large Visitor Attraction category recognised the quality of our visitor experiences on offer, encouraging worldwide and domestic visitors to make our wonderful heritage site a must-see destination. This was tremendous recognition for our hard-working team of staff and volunteers.

Of course, the Covid-19 pandemic disrupted all our lives, tragically scarring the lives of some for ever. For a large part of the year our beautiful interiors were closed to the public.

However, for most of the time our grounds remained open to enjoy and available for healthy exercise or calm repose. Our team responded well to the changing circumstances whether furloughed, working from home, securing the site or when possible, greeting and welcoming visitors utilising the full safety training, guidance and equipment. We developed our technical capabilities to work and communicate remotely including a notable micro site virtual tour of the Painted Hall (shortlisted for Time Out's 'Time In' award).

Our online chapel service led by Reverend Mann also developed a substantial following including a moving memorial service to celebrate the life of HRH the Duke of Edinburgh, who trained at the Old Royal Naval College site. Income from visitors, events and catering were all hit hard, although filming continued when allowed on a quiet site.

We are very grateful for the government's support and our thanks go particularly to the Department for Digital, Culture, Media and Sport (DCMS), whose prompt advice, action and financial support was extremely helpful.

Although we decided to delay some building maintenance work, priority work continued, and we spent nearly £0.5 million on our regular Pre-Planned Preventative Conservation & Maintenance programme. In addition, we raised funds for the new chapel lift and to complete an upgrade and fresh interpretation of the Nelson Room, where the body of Vice-Admiral Lord Nelson lay-in-state for 11 days in 1805 following his death during the Battle of Trafalgar on 21 October.

Our continuous aim is to attract, engage and educate the widest diversity of people. The Chapel lift and the improved lift provision for the Nelson Room will provide better step-free access.

The Black Greenwich Pensioners exhibition, both live and digitally, showcased the often-untold stories of some of our Black naval pensioners, both positive and tragic on their journey to the Greenwich Hospital.

We engaged young people through historical storytelling and despite many restrictions we continued a limited education and event programme. A highlight being the success of Luke Jerram's awe-inspiring art installation Gaia in the Painted Hall as part of the Greenwich+Docklands International Festival in August.

Our team have responded brilliantly to all the challenges and on behalf of the Trustees, my most sincere thanks to Matthew Mees and all his staff and volunteers.

We have a wonderful 500-year-old history, this last year was particularly challenging. It is behind us, and we look forward to the future with confidence and bold plans that once again welcome visitors from all over the world to enjoy, marvel and learn from our beautiful World Heritage Maritime Greenwich site with its architecture, art, and place at the centre of history.



INTRODUCTION FROM THE CHIEF EXECUTIVE, MATTHEW MEES

A look back on the last financial year for The Greenwich Foundation shows our resilience as an organisation in the face of one of the biggest and most disruptive years in recent history.

As 2020 began we could not have envisaged the challenges that lay in the year ahead with the country in the grip of a pandemic and the nationwide lockdowns that followed. In March, we first closed our buildings to visitors and then shortly after, the grounds to the public. Every aspect of our organisation was affected from visitor numbers, cancelled and postponed events, learning and community outreach to commercial and retail revenue.

However challenging the last 18 months have been, we remained open at all times when government restrictions allowed us to do so. When the site was closed, our focus quickly shifted to creating valuable online and digital content to engage the public.

When we were permitted to open our spaces, we responded and adapted quickly and set about delivering an exceptional programme of events. We were heartened to see the public engage with Luke Jerram's art installation 'Gaia' as part of Greenwich+Docklands International Festival, enjoy the outdoor Luna Cinema and learn from our new exhibition 'Black Greenwich Pensioners'. We also took the opportunity to launch 'First Sundays: 500 Years of History' for £5 with History Riot's performance and storytelling; working with our many partners in welcoming visitors and providing the best possible experiences for everyone.

We had the pleasure of welcoming our President, HRH The Duke of Gloucester in October. His visit included a personal tour to the recently conserved Painted Hall, the Nelson Room, the Skittle Alley and the Chapel alongside an opportunity to meet and talk to staff and volunteers about the exceptional work they do and our plans.

We are working hard to find trusted, as well as innovative ways, to grow our visitor and commercial income in these uncertain times. Our focus is on creating a masterplan of public programming and conservation work that looks to the next 15 years.

We continue to be grateful for the goodwill and support from all our partners, not least the exceptional philanthropic and government support. The Culture Recovery Fund for Heritage, Heritage Emergency Fund and Covid-19 Emergency Heritage at Risk Response Funds and the Government Job Retention Scheme have provided a lifeline to our heritage in 2020 and 2021 when we needed it the most.

Although we were unable to fully celebrate it, winning Gold in the Large Visitor Attraction of the Year category at the VisitEngland Awards for Excellence 2020 acknowledged that we were a must-see place, no longer just a hidden gem. I am extremely proud that the hard work and contributions of all our staff and volunteers have been recognised across the sector through this accolade.

I would particularly like to thank and acknowledge my colleagues at The Greenwich Foundation whose passion, energy and sheer resilience has got us through this extraordinary year.



Luke Jerram's Gaia in
The Painted Hall, 2020



Winning Large Visitor
Attraction of the Year at
VisitEngland Awards for
Excellence 2020



OUR HISTORY

The Greenwich Foundation for the Old Royal Naval College was established in 1997 as a charity. Our charitable aims are to preserve and educate. We conserve and protect the magnificent Baroque buildings and grounds of the Old Royal Naval College, Greenwich, for present and future generations and provide opportunities for many and diverse audiences to enjoy and learn from its significance.

We are constitutionally independent of government but financially dependent for part of our core income on grant-in-aid from the Department for Digital, Culture, Media and Sport (DCMS). Since the Ministry of Defence vacated the site in the mid-1990s our site has been transformed from a heavily barricaded naval establishment with virtually no public access into a wonderful open space and cultural attraction for visitors.

Buildings continue to be conserved and redecorated from the needed restorations that we inherited, grounds returned to their formal design and previously hidden heritage assets have been opened to the public.

VISION

At the Old Royal Naval College in Greenwich, we are embarking on our most ambitious transformation to become an extraordinary cultural destination, inspiring local pride, and world-wide acclaim - a place which creates rich and memorable cultural experiences.

We will secure our future through four strategic pillars: exploration | spectacle | stewardship | independence.

Exploration

Engage visitors via an exceptional site-wide historic, architectural, and spiritual experience

Spectacle

Inspire the public via a spectacular, cultural programme

Stewardship

Conserve the fabric of our breath-taking buildings, grounds, and archaeology

Independence

Nurture our people and grow a cultural business which secures our future

The Old Royal Naval College is a national asset: 17 acres of public space attracting over a million visitors every year.

We are an architectural masterpiece. The Royal Hospital, home to naval heroes since 1694, is Sir Christopher Wren's riverside Baroque masterpiece and home to Britain's greatest painted interior. Our site, buildings and grounds are of historical, architectural and artistic importance and are recognised as such through their World Heritage Site and Scheduled Ancient Monument designation.



We are the start of Greenwich's royal story. Greenwich has long held an important significance for the monarchy. Beneath the site of the Old Royal Naval College are the foundations of one of the largest and most important Tudor palaces in England. A vast palace complex, Greenwich Palace was arguably the main royal palace throughout the Tudor period. Henry VIII, Elizabeth I and Mary I were all born here; Henry enjoyed jousting here and his wife, Anne Boleyn, was famously arrested here; even Shakespeare performed here as an actor to Elizabeth I.

We are also the place where some of the greatest creative geniuses of their day, Sir Christopher Wren, Sir James Thornhill and even Canaletto came to display their extraordinary talent; today it attracts some of the world's greatest film makers including Sir Kenneth Branagh and Gerry Bruckheimer.

The Old Royal Naval College today is a diverse, cultural space at the heart of Royal Greenwich. We are a heritage attraction, a place of worship, learning space, retailer, concert venue, film set, picnic venue, entertainment space, conference host, wedding venue and performance space. We host hugely popular cultural events like the Greenwich+Docklands International Festival and outdoor cinema.

We are a space for local people and tourists from the UK and worldwide. Our offer covers the daytime and night-time economy. Our engagement programme ensures that visitors enjoy and have memorable experiences here and includes tours, talks, 'Late' events, recitals, concerts, family activities and trails, festivals, and markets. Our maritime campus welcomes more than 10,000 students from our principal site partners, University of Greenwich and Trinity Laban (the UK's first conservatoire of music and dance).

VALUES

At the Old Royal Naval College, we put our values at the heart of what we do.

Bold

Proud and confident, adventurous and build rich partnerships for everyone's benefit

Embracing

Warm and approachable, welcoming diverse people and ideas, and creating a positive, nurturing environment

Imaginative

Flexible, resilient and responsive to new opportunities

Resourceful

Inspired to create new ways of working to deepen our impact, making inventive use of resources and relationships as we build a cultural destination.



OUR WORK

The Greenwich Foundation has two charitable purposes, conservation and public engagement, which inform everything that we do. Flowing from these core charitable purposes, our work is organised within four strategic pillars – Exploration, Spectacle, Stewardship and Independence.

EXPLORATION

Engage visitors via a site-wide historic, architectural, and spiritual experience

We aspire to be an award-winning visitor attraction inspiring local pride and world-wide acclaim. We will ensure our estate remains a must-visit London attraction. We will deepen the quality of our offer to deliver an experience our visitors talk about long after their visit.

We will:

- reveal the richness of our stories to create a world class visitor and learning experience
- inspire dialogue, debate and thought leadership in the areas of art, architecture, culture, history and design
- champion learning and cultural inclusion: innovating ways for diverse audiences to access our stories

Our visitor experience

Our visitor offer and numbers were severely disrupted due to the Covid-19 Pandemic national lockdown closures through the year. All our buildings including the Painted Hall and the Visitor Centre were closed to the public in March 2020 and remained closed until July. There were no visitors to our site during that period, although the site remained open to tenants and as a through-route to local people when this was permitted, and we opened at all times when government restrictions allowed us to do so.

We had 70,992 people visit our site in 2020-21 compared to 1,218,326 in 2019-2020. This was due to the extended lockdowns and travel and tourism restrictions.

Since reopening the newly conserved Painted Hall in 2019, we have received praise and recognition for our new Visitor Offer. In March 2020, we were awarded the 'Visitor Attraction of the Year' at the London Tourism Awards, recognising a "truly memorable visitor experience and excellence across every aspect of the business". This was soon to be followed after a national lockdown in July with the news the Old Royal Naval College was awarded Large Visitor Attraction of the Year at the VisitEngland Awards for Excellence 2020.

Other awards included the TripAdvisor's Traveller's Choice Award, which placed us in the top 10% of attractions on the platform worldwide, in terms of reviews and customer preference.



Keeping in touch with our local audiences was our focus, to make sure they were engaged and ready to come back as soon as we reopened. People had the time and inclination to learn more about what was on their doorstep, and we provided content to keep them interested. At the same time, reassurance about the measures we took to keep visitors safe, that we were 'Good to Go', was extremely important. Equally, working with our travel trade partners, we were keen to continuously provide news, updates and training to enable travel trade to better sell our visitor offer and be ready to go live as soon as we reopened.

Our newsletter has over 15,000 subscribers each month, and consistently performs above the industry average when it comes to engagement, this included the months when we were closed. Social media remains active, with Instagram seeing the highest engagement rates, reaching new audiences beyond our core demographic. We've grown our audience by 2,700 followers in the last year, with 1,000 new followers in the summer – a clear indicator of the art installation, Gaia's, success.

Once the site was able to reopen during the summer months, we worked hard to promote to local and hyper-local audiences. The focus was on the hidden gem that is the Painted Hall, what is right here for people on their doorstep and enjoyment of the wide-open spaces beside the river. Physical collateral included bus sides, posters, train carriages and postcards to our mailing list.

The newly introduced Film and TV tour showcasing us as a backdrop for the major blockbuster films that have filmed here was also introduced on the last weekend of every month, this has proved extremely popular and has now been offered every weekend. People can come and walk the path taken by Captain Jack Sparrow in *Pirates of the Caribbean: On Stranger Tides* or marvel at buildings that feature in so many iconic film and TV moments.

Our volunteer programme includes 95 active volunteers, with volunteer engagement (measured by hours committed: 6,552 hours in 20-21) seeing an expected 44% drop as a result of the prolonged site closures during lockdown, and the volunteer experience (measured by feedback and survey results) being consistent from the previous year. During the national lockdowns, we kept in touch with all our volunteers, with many taking up remote volunteering opportunities and participating in training sessions. In the past year we ran two recruitment drives and have successfully delivered on our strategic objective of embedding volunteering across departments (HR support, Development team, Visitor Experience research, Commercial Events, Photography, Marketing). We also met our Equality, Diversity & Inclusion (ED&I) strategic targets for volunteer recruitment, by engaging more volunteers from global majority communities and younger age groups.

Besides delivering highly commended tours to public and private groups, our volunteers were involved in large events including Greenwich+Docklands International Festival and Open House. To recognise our volunteers' contributions, 24 volunteers received the 100 Award by the Volunteer Centre Greenwich for completing over 100 volunteering hours in the past year and one volunteer will receive a 250-hour award in a special ceremony later in the year. In addition, our research volunteer group received a highly commended award for their research work in the Marsh Trust Awards, administered by the British Museum. The award celebrates the achievements and contribution of volunteers in museums, galleries, and heritage sites all over the United Kingdom.

Revealing our stories

April saw the launch of the Painted Hall Virtual Tour microsite, created in partnership with ATS Heritage. Funded by the National Lottery Heritage Fund as part of the Painted Hall project, the virtual tour arrived in time during the national lockdown when digital access to heritage sites was in demand. The site enables an up-close exploration of the Painted Hall in ultra-high resolution from the comfort of home. It includes a wealth of engaging content; full British Sign Language (BSL) interpretation and a virtual reality function for smartphone users. The microsite proved extremely popular and was shortlisted for the Time Out 'Time In' Award for best digital experience during lockdown.

We developed a series of smartphone tours using the 'Smartify' platform to offer a safe, socially distanced way for visitors to self-guide and engage with our stories.



Further new research work developed into the Black Greenwich Pensioners exhibition based around the extraordinary lives led by Black Greenwich pensioners during the eighteenth and nineteenth centuries. Respected maritime historian and Black history expert, S I Martin co-curated the exhibition with Easy Tiger Creative responsible for the exhibition design. The exhibition opened in the Visitor Centre Gallery in October to coincide with Black History Month.

As part of the exhibition, we commissioned two Black poets, Highwater Ell and Joanne Roberts, to write pieces inspired by the stories in the exhibition. The results were a moving, creative and contemporary response to the exhibition. Digital programming included these poems recorded by the authors, available on the website; a series of podcasts; a Smartify walking tour and a recorded performance of a new play by award winning British playwright, Adeloia Solanke, about Black female poet, Phillis Wheatley. Wheatley visited the Painted Hall nearly 250 years ago and featured in the exhibition. The short film of the play was produced and released to mark International Women's Day on 7 March.

A poem written by *Ell (Highwater Ell)*

I heard we know more about the depths of space than we do about the ocean
But standing in this very space presents a different notion
We walk on grounds of buried slaves who struggled for promotions
Yet really there are many names who must be more than token
Olaudah said with liberty gone, life had lost its relish
Ignatius crafted minuet songs to get his vote embellished
And those on seas left most aggrieved for fees still due replenished
The Navy seamen from Caribbean who once were here embedded
The question lies in who presides to seek and govern service
One's own accord? Or owner bought? Or free to covet earnings?
Yet duties filled did not instil a sense of historic workings
Instead were met pension threats while some had freedom purchased
But prepped for battle when tides had turned resistance was the course
Set to grapple the life they'd earned through abolition on these shores
I feel indebted to those before who built a life in a time unsure
Cos here in Greenwich we've grown and taught but still we're finding more

Truth be told these stories seem to be a bottled message
And from the lands where you behold I am a descendant
The same moon and same tides still determine destiny
Rest in peace and thankfully you won't be left at sea

The team responded to the Black Lives Matter movement and introduced new content for our site wide tours that included historical links with slavery and colonialism, creating a richer and more inclusive narrative.

We launched 'First Sundays: 500 years of history' for £5 in November 2020 which delivered free storytelling sessions for families in the Painted Hall. The monthly sessions allow families to attend and hear stories relating to the depictions in the Painted Hall and to the history of the site. 90% of respondents to the evaluation rated the event as either 'excellent' or 'good', with 100% saying they would return for future family events.

HistoryRiot have been a trusted partner providing theatrical vignettes on history for visitors. This included a promenade experience for visitors on 12 April when our grounds reopened to the public, enabling visitors to have a glimpse into the past, whilst maintaining social distancing measures and an online experience called Tudor Palaver – a fun-filled interactive family Zoom experience. We continue to work with HistoryRiot to focus on the inclusion of a diverse range of historic characters including those of Black and Asian heritage and female figures.



Colin Mackenzie, 2020
Poet Highwater Ell at
Black Greenwich
Pensioners exhibition

Championing Learning

When home learning took the place of formal learning in schools, colleges and in the community in 2020, our Learning Team adapted quickly to online engagement with pre-recorded videos and workshops including drawing tutorials; oral history clips to celebrate VE Day in May. The schools team provided new digital school sessions, resources and activities for primary schools looking at classical storytelling and the Black history of our site. In October, our in-person school sessions saw teachers and pupils from surrounding schools returning to the site.

Our SEND programme (aimed at schools for children with Special Educational Needs and Disabilities) created downloadable resources throughout the lockdown periods, including how to create your own multi-sensory homemade 'treasure jars'.



Community Engagement

The Chapel of St Peter and St Paul is the spiritual heart for the Old Royal Naval College bringing together our local and on-site community. As the country moved into the national lockdown, the Chaplain continued to offer worship and pastoral care via email, post, audio file and online. The Easter Sunday service was the first to be offered online, recorded in the Chaplain's spare room. Services were then pre-recorded weekly and broadcast online until worship was able to be in person and livestreamed from July. We were able to continue to mark key events such as VE75 in this way.

Through funding we were able to upgrade the Wi-Fi capability and equipment used for streaming services in the Chapel which improved the quality of our online offering and enabled us to assist others such as the local NHS in broadcasting their annual bereavement services that we host. The equipment also offers flexibility to colleagues in the Greenwich Foundation that need a mobile solution for broadcasts. Although Covid restrictions meant that we were unable to host carol services and concerts in person, we filmed our usual services and events to be broadcast on Facebook and YouTube. The University of Greenwich carol service, Greenwich and Bexley Hospice Christmas concert and the usual Chapel carol service and Christmas Day service were delivered in this way. One of the things that makes the Chapel at the Old Royal Naval College so unique is the presence of a regular worshipping community and the provision of recorded and streamed services enabled them to continue to worship and feel connected in difficult times. Our online presence has extended our reach with the average online attendance of 300 people.

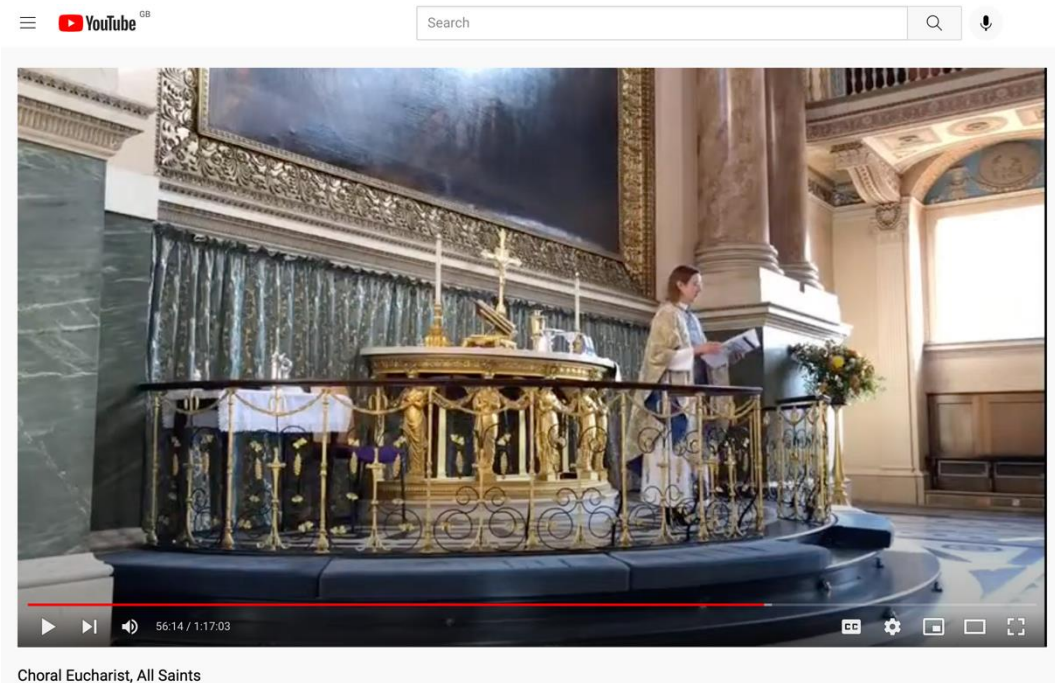
As the year ended, it was a delight to be able to open for in-person services for Holy Week and Easter with the congregation. The ticketed Easter service welcomed 80 people plus a small choir due to Covid-restricted capacity.

The Greenwich Deptford and Rotherhithe Sea Cadet Unit is based in T.S. Dreadnought within the grounds of the historic Old Royal Naval College. Now in its 100th Anniversary year, the Sea Cadet Unit is flourishing with a company of about 40 young people and a strong command structure and supportive trustees.

In this centenary year, the Unit is particularly proud that the Captain of the Sea Cadets Corps (a full time Royal Naval Captain) has approved, after due selection process, one of its Cadets, as the London Area's First Sea Lord Cadet for 2021. Over the next 12 months Leading Cadet Shaun will be one of only six young cadets to act as ambassadors to raise the profile of Sea Cadets, while gaining privileged insight into the higher levels of the Royal Navy. The refurbishment of their current quarters is nearing completion when the Unit will be back in action and welcoming the Sea Cadets back on parade on our site.



Sea Cadets on parade



Chapel services being
livestreamed during
pandemic lockdown



SPECTACLE

Inspire the public via a stimulating artistic programme

Our magnificent buildings are a vibrant space full of things to do and experience. We want to be known for spectacular artistic events that draw in audiences seeking culture and creativity in their lives. We want to connect our site to its surrounding communities and curate fantastic, accessible cultural experiences.

We will:

- Curate a thought-provoking, culturally inclusive public programme that is founded on our heritage and environment.
- Showcase the best of contemporary culture and talent to attract new and diverse audiences and occupiers.
- Create new spaces for creative work, practice and performance; build a creative network which reaches into our surrounding communities.

Highlights of the year

The busy schedule of events that make up our public programme was hugely affected by the pandemic national lockdowns with many needing to be cancelled and rescheduled to later in the year. However, when possible, we threw our gates and doors open to welcome people back and offer them an inspirational space to reflect, relax and celebrate.

Thankfully, some of our bigger summer events were able to take place. Luna Cinema took place in August as an extended run which was well attended, drawing in 3,000 people across the film screenings over the run.

A highlight of the summer saw our grounds and buildings brought to life with the Greenwich+Docklands International Festival and the installation of Luke Jerram's art piece 'Gaia' in the Painted Hall and 'Chorus' on Lower Grand Square. Both were a huge success with *Chorus* drawing in 900 and *Gaia* attracting 2,580 ticketed visitors for the free evening event.

With the lifting of restrictions and public confidence in outdoor events returning, Amber Markets food and craft market stalls continued to be a massive draw for local people and visitors alike over the course of summer weekends.

We focussed our efforts on community events that we were able to partially deliver, making good use of the outdoor space with markets, art exhibitions and outdoor theatre including the troupe of cycling Shakespearean actors, 'HandleBards', presenting a lively outdoor production of Macbeth.

Open House weekend, an annual architectural festival, opened exclusive spaces to the public across our site with talks and tours as well as a newly introduced Smartify Tour for smartphones about the architecture of the Old Royal Naval College.



Colin Mackenzie
Ray Lee's Chorus at
Greenwich+Docklands
International Festival,
2020



HistoryRiot performing
as part of First Sundays



Luna cinema on the
lawns of the Old Royal
Naval College



STEWARDSHIP

Conserve the fabric of our buildings, grounds and archaeology

The centerpiece of the Maritime Greenwich, World Heritage Site, our historic site is protected for the public's enjoyment. The magnificence of this unique estate feeds inspiration and understanding about the arts, culture, architecture and heritage. We will safeguard a future as rich and intense as our legacy.

We will:

- Maintain and enrich our unique estate to the highest standard for the benefit of future generations.
- Unlock hidden spaces and heritage assets and bring them to life for the public's enjoyment.
- Be a valued estate owner and landlord for our on-site partners.

Highlights of the year

Our Pre-Planned Preventative Conservation & Maintenance (PPCM) programme's 10-year plan is underway with a significant amount of work undertaken to address important maintenance and safety issues. This included redecoration works to windows to the Queen Mary buildings; railings from Water Gate to East Gate; exterior render to the Mews building and six lanterns atop the redecorated railings have been conserved and re-gilded.

The flagship project in this regular work focuses on the Water Gates, the beautiful entrance from the river used most famously for the arrival of King George I from Hanover in Germany in 1714. He was the first recognised member of the House of Hanover now Windsor in the current monarchy.

The vaulted space used by the Sea Cadets (Greenwich, Deptford & Rotherhithe) has been replastered and redecorated to provide expanded and improved facilities for them and other youth groups. A team of specialist conservation plasterers were commissioned to restore the rooms using traditional limestone mortar, making the area fit for purpose again.



Lantern restoration,
2020



Water Gates restored -
painted and gilded



INDEPENDENCE

Grow a cultural business which secures our sustainable future

We are committed to becoming self-sustaining. Our public grant remains vital but to grow we will enhance that funding through commercial activities, grants and fundraising. We have implemented a new business model incorporating a new ticketed admission for the Painted Hall which will enable us to do more, reach wider audiences and increase our impact.

We will:

- Integrate commercial opportunities into all aspects of our work.
- Cultivate new and existing valued partnerships which feed our sustainability.
- Build an organisation with the capability and capacity to deliver our ambition.

Review of the year

In its first year with a visitor ticketed offer the Foundation continued to progress all its commercial income streams, not just to offset the falling grant-in-aid, but to reduce reliance on the grant in general, compared to the prior year the DCMS grant fell by £59k to £779k.

While our grant-in-aid from the Department of Digital, Culture, Media and Sport (DCMS) remains essential to support the Old Royal Naval College's core objectives, the organisation also increasingly needs to raise funds from wider enterprise and philanthropy to continually invest in conservation and enhance our visitor offer.

Our weddings and corporate hire business were seriously affected with postponements and cancellations which led to a challenging financial period. When allowed socially distanced corporate events and weddings resumed.

As the other major income streams such as commercial events, venue and film location hire and retail improved during the year, the results for the year show a more diversified portfolio of income which would be beneficial for the Foundation as it strives toward financial independence. Had the pandemic not caused significant economic disruption to the organisation as it has to the wider economy it would have been expected that the pace of growth in commercial income would have continued.

The overall tickets sold were 13,880 with increased ticket sales for the additional programme we created around the Gaia installation during the Greenwich+Docklands International Festival in August.

Our new online shop, launched in March, provided an alternative income stream when visitors were not able to come to our shops on site.

Income from filming

The pandemic lockdown also had a severe knock-on effect on filming on site. Although the film industry was considered essential and could work through lockdown, new protocols meant slower bookings and the need to build confidence that filming could take place with Covid-safety measures in place.

In the last quarter of the year, the site was active with no fewer than four films on location. These included filming on College Way for Apple TV Sci-fi series 'Invasion', a wedding scene in the Chapel for the Marvel/Disney film 'Dr Strange 2', filming in the Painted Hall and grounds for Netflix/DC Comics series 'The Sandman' and our Mews space being transformed into MI5 offices for filming of 'Slow Horses', an Apple TV series based on the books by Mick Herron. Netflix's 'Bridgerton' and 'The Crown' also filmed scenes in the Painted Hall and on the grounds.



Philanthropy

We were delighted to open the lift providing step-free access to the Chapel of St Peter and St Paul for the first time in its history this year. This much-needed intervention was designed by Hugh Broughton Architects who were commissioned by the Greenwich Foundation to improve the access for disabled people to the Chapel. The completed passenger lift represents the successful culmination of a £325k campaign and our thanks go to the project's generous donors, especially the legacy left to this project by former Patron and loyal member of the Chapel congregation, Commander George Greaves.

Following the Gosling's Foundation remarkable gift to the Painted Hall some years ago, a transformational grant of £250k was made to 'reimagine' the Nelson Room. The project is also being supported by several other charitable trusts and private donations with works well underway. The room is in poor repair and will be totally restored with a full interpretation of its significance included. We are extremely grateful to strengthen our relationship with the Gosling Foundation and proud that they continue to support our work.

Following the onset of the pandemic, our thanks go to a series of crucial grants from the DCMS/NLHF Heritage Emergency Fund and Culture Recovery Fund for Heritage. In total these schemes have provided support totalling approximately £2m, enabling us to remain operational and retain our staff through unprecedented challenges. We have also been recipients of several important grants by a number of philanthropic organisations and individuals whose support we continue to rely on as we pursue our charitable aims.

Finally, we were delighted the board of the American Friends of the Old Royal Naval College has endorsed the proposal to conserve the magnificent Benjamin West painting in the Chapel. Fundraising efforts continue apace as we near the half-way mark in this £220k campaign.



Film production
company on site, 2021



Filming in progress in
front of the Water Gates



Chapel Reverend opens the lift providing step-free access



GOVERNANCE

OBJECTS

The two equal charitable objects for which the Old Royal Naval College was established, as set out in its founding constitutional documents, are:

- to preserve for the benefit of the nation the Old Royal Naval College site, buildings and monuments as being of historical, architectural and artistic importance; and
- to educate the public thereon.

In pursuance of these objects the Greenwich Foundation for the Old Royal Naval College secured, on 1 January 1998, a 150-year lease on the Old Royal Naval College from the Secretary of State for Defence in his capacity as Trustee for the Greenwich Hospital Naval Charity.

Charity's Public Benefit

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

Our structure

The Greenwich Foundation for the Old Royal Naval College is a charity (charity registration number 1062519) and a company limited by guarantee (company registration number 3340541), governed by its Memorandum and Articles of Association.

All the Trustees are members of the Board, which has responsibility for the overall management of the Old Royal Naval College. There must be between three and eleven Trustees. The full Board meets quarterly as does the Board's Audit & Finance Committee. The People & Remuneration Committee meets half-yearly. A Committee for Trustee nominations meets as required. All Committees are advisory only, to the main Board. The Chief Executive is responsible to the Board within a set of delegated authorities for the operation of the Old Royal Naval College.

Audit & Finance Committee is chaired by Rupert Evenett with Tony Hales, Jamaria Kong and William Bax as members. People & Remuneration Committee is chaired by Diane Laura Whyte with Tony Hales, Rupert Evenett and Jamaria Kong as members.

The Board conducts an annual review of its own performance and the Deputy Chair leads an annual review of the Chair.

The Charity has a wholly owned trading subsidiary, The Greenwich Trading Company Ltd, which undertakes the commercial activities of the Old Royal Naval College. It donates any profits that it makes to The Greenwich Foundation for the Old Royal Naval College.

The Greenwich Foundation for the Old Royal Naval College operates with a staff of 55 full time equivalent employees (2020: 53 employees) and 101 (2020: 110) volunteers.



Appointment and Training of Trustees

Trustees are appointed for an initial term of four years. They may offer themselves for re-appointment for a second term not normally exceeding four years. If appointed other than at a General Meeting, a Trustee shall hold office only until the next Annual General Meeting.

Trustee appointments are made by the Board of Trustees and do not require approval by any external authority; however, the Secretary of State at the Department for Digital, Culture, Media and Sport (DCMS) is advised of prospective appointments and given the opportunity to comment.

The Old Royal Naval College seeks to appoint Trustees who can advance the objects of the charity through their professional expertise, knowledge or experience. The 'Nominations Committee' of the Board is convened to interview prospective candidates for each appointment, assess their suitability for the role and to ensure that before any appointment is made candidates are fully aware of the Foundation's aims, objectives and future plans.

The Greenwich Foundation for the Old Royal Naval College advertise all Trustee vacancies in accordance with the Trustees aim to have a diverse range of skills, background and experience on the Board. A diversity register is maintained, and all vacancies are advertised openly to encourage the most diverse range of relevant candidates.

After appointment, new Trustees follow a detailed induction programme, designed to acquaint them with all aspects of the Charity and its operations. Further training is made available to Trustees when required.

Remuneration

The Old Royal Naval College's principle on remuneration is to ensure the reward package is competitive with other equivalent organisations so it is able to attract and retain staff. Remuneration is reviewed on an on-going basis by Directors, for roles within their teams, and is also reviewed when any vacancies occur and is adjusted according to movements in market rates for particular roles.

The Trustees, on the advice of the People & Remuneration Committee, set the salary for the Chief Executive as well as the overall reward structure and policy.

Trustees receive no remuneration but are entitled to claim necessary expenses in carrying out their duties, see note 5 in the financial statements.

Investment Powers of Trustees

Trustees may use the resources of the Old Royal Naval College in such ways as they regard most beneficial to the achievement of its objects. They have discretion to invest resources in the name of the Old Royal Naval College. The Trustees established an endowment by signing a Trust deed. This endowment has been established to produce a regular investment return to fund maintenance costs for the Chapel of St Peter and St Paul and Painted Hall.

Fundraising

We have a number of active programmes to encourage individuals and organisations to support the work of the Old Royal Naval College, and the Trustees gratefully acknowledge the financial support given to the Charity by so many generous donors.

We always aim to achieve best practice in the way we communicate with and support our donors. We do not undertake any direct mailing campaigns and take great care with our communications over e-mail and other forms to ensure that undue pressure is not placed on individuals or any vulnerable people for financial support. We apply best practice to protect our supporters' data; we never swap or sell data and ensure that communication preferences can be changed at any time.



We manage all of our own fundraising activities, occasionally taking advice from external professional fundraisers. We work with an independent American charity, American Friends of the Old Royal Naval College, which is incorporated as a 501(c)3 in the United States, to fundraise on our behalf, and we closely monitor and advise on their activities to make sure that they adhere to our standards.

We take seriously the need to achieve the highest standards in our approach to fundraising and we are not aware of any failure by the Charity or firms which support us to comply with fundraising standards.

The Charity sets high standards about how we communicate with current and potential donors. In 2020/21 the Charity did not receive any complaints.

Sustainability

While our grant-in-aid from the Department of Digital, Culture, Media and Sport (DCMS) remains essential to support the Old Royal Naval College's core objectives, the organisation also needs increasingly to raise funds from wider enterprise and philanthropy to continually invest and enhance our offering.

The Greenwich Foundation for the Old Royal Naval College enjoys a secure rental income from its site partners, most notably the University of Greenwich (145-year lease from 1999) and Trinity Laban Conservatoire of Music and Dance (140-year lease from 2000). Other site partners and tenants include Young's and administrative offices for Cutty Sark.

The Greenwich Foundation for the Old Royal Naval College also holds an investment in the Newton Real Return Fund (see note 9 to the accounts). Our listed investment performance is evaluated on a total return basis each year with a benchmark of LIBOR + 4% gross of fees as a target for the investment manager. The total value of the fund rose by 16.8% during the year.

The Greenwich Foundation for the Old Royal Naval College also has another investment with Newton Investment Managers. This is invested in the Newton Growth and Income Fund for Charities, the total value of the fund increased by 21.4% during the year.

The Greenwich Foundation for the Old Royal Naval College has an investment with M&G Investments invested in their Charifund. The investment rose by 24.4% in the financial year.

These are long term investments and the large gains in 2020/21 reflect the short-term fall in values at the start of the financial year due to economic uncertainty at the start of the Covid-19 pandemic.

The catering, retail, events and filming activities which take place at the Old Royal Naval College are run by the Greenwich Trading Company Limited, a wholly-owned subsidiary.

Summary of results for the year

The Greenwich Foundation for the Old Royal Naval College has reported a consolidated surplus for the year with a net movement in funds of £1,176,574 (2020: deficit of £757,868). Of this, a surplus relating to unrestricted funds amounted to £260,068, the surplus relating to endowment funds was £418,064 and a surplus on restricted funds of £498,442.

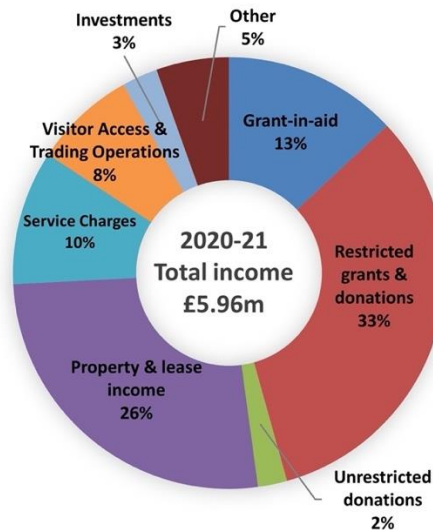
The operating loss from our commercial activities through the trading subsidiary amounted to £98,798 (2020: profit of £728,399).



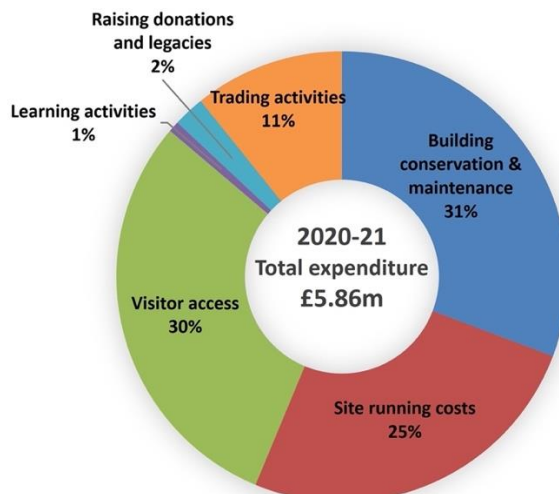
Our resource Grant in Aid income fell by £59,004 and further reductions over the next year represent a significant risk to the financial health of The Greenwich Foundation for the Old Royal Naval College. Investment returns from the Catalyst Endowment Fund in future years will help to further diversify revenue streams and ensure the long-term financial stability of The Greenwich Foundation for the Old Royal Naval College.

There were investment gains of £1,074,733 during the year (2020: loss of £501,618). The Newton Real Return Fund, representing the funds invested from the lease premium associated with the King Charles building (see note 9 to the accounts), had an investment gain of £656,669 (2020: loss of £187,378). There was an investment gain of £253,167 (2020: loss of £118,625) on the Newton Growth & Income for Charities Fund, reflecting an increase in the value of the fund in which the Foundation has invested the proceeds of the endowment fund. There was also a gain of £164,897 (2020: loss of £195,615) on the M&G Charifund.

How we're funded....



How we spend it....





ACKNOWLEDGEMENTS

SUPPORTERS OF THE OLD ROYAL NAVAL COLLEGE 2020 - 2021

Major Benefactors

National Lottery Heritage Fund
The Department for Digital, Culture, Media and Sport

Major Donors

The Gosling Foundation Limited
Tony Hales CBE

Supporters

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The Medlock Charitable Trust
The Nelson Society
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The Rt Hon. Sir Timothy Sainsbury
Desmond Shawe-Taylor
Mr Eric Shawyer CBE
Admiral the Rt Hon. Alan West of Spithead
Chris and Tracey Springett
And all those who prefer to remain anonymous

*Gifts made through the American Friends of the Old Royal Naval College



500 Years of History
tour of the Old Royal
Naval College